

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Support the Iowa Alcoholic Beverages Division's stated mission by recruiting the most qualified employees to fill agency vacancies.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 Expand advertising of vacancies beyond the Department of Administrative Services - Human Resources Enterprise (DAS-HRE) web site. Advertise vacancies in trade publications and local newspapers to reach a wider pool of candidates.

FY 2009 Work with DAS-HRE to participate in job fairs targeted towards industrial occupations, the work section in which the Division experiences the most employee turn-over.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 The Division employs two Operations Managers (Public Service Executive 3). The Operations Manager directly or indirectly supervising the vacant position typically oversees recruitment. The process also involves the Division's personnel assistant, an Accounting Technician 2.

FY 2009 The Division employs two Operations Managers (Public Service Executive 3). The Operations Manager directly or indirectly supervising the vacant position typically oversees recruitment. The process also involves the Division's personnel assistant, an Accounting Technician 2.

The name and contact information of a primary recruitment contact for usage by DAS is:

Nicole Gehl, Operations Manager | 515.281.7461 | Gehl@IowaABD.com

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

Approximately 5 positions

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

None.

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Transport Driver and Warehouse Operations Worker

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Internet Access/Internet literacy

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

None.

List the barriers that have been identified in recruitment of the protected classes:

None.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

The Division will advertise positions with an identified barrier in multiple locations, adding print media to assist in reaching individuals without Internet access.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

Unknown. We hope to keep hearing from DAS-HRE regarding job fair opportunities.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	5	\$0	5	\$0
Resume Search Products	None	None	None	None
Standard News Print	5	\$1,500	5	\$1,500
Specialty Trade Journals	None	None	None	None
Radio	None	None	None	None
TV	None	None	None	None
Open House	None	None	None	None
Search Firms	None	None	None	None
Temporary Staffing	6	variable	6	variable

Other (please list):

None

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Utilizing the newspaper media appeared to significantly increase the number and quality of applicants for a posted position. Posting solely on the DAS-HRE web site for higher turn-over positions such as Transport Driver and Warehouse Operations Worker typically yields the same pool of candidates over and over again. Working with temporary staffing services allows the Division to fill a high turn-over position in a pinch and also gives the temporary employee an opportunity to try out the job prior to formal application. The Division has hired several employees initially hired through a temporary staffing service or as a temporary state employee.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

None.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

Yes. The Division typically recruits interns from the Masters in Public Administration Program at Iowa State University via an informal process working with departmental faculty.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

Temporary employment services are typically utilized to fill a temporary vacancy or to augment staff during a peak volume season. The Division will hire a temporary employee if the employee has outstanding work performance in the event that a permanent position opens up during the temporary employee's tenure with the agency. Permanent positions are typically recruited via a formal posting on the DAS-HRE web site and an advertisement or series of advertisements in the Des Moines Register as all of the Division's openings are centrally located.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Unsolicited resumes are circulated to appropriate managerial staff and are ultimately filed with the personnel assistant for future reference should a suitable opening arise.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

In fiscal year 2008, the Division successfully set and met the goal of expanding recruitment efforts for key vacancies. The Division worked with the community college network to post vacancies on the alumni intranet, established a procedure to post all vacancies in the newspaper and the accompanying Careerbuilder.com web site.

For FY 2009, provide a timetable for those activities you plan to implement:

In fiscal year 2009, the Division plans to being more targeted and continuous recruiting for high turnover positions, utilizing job fairs and industry publications to augment the pool of qualified candidates.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

None. Once employees are hired into permanent full time state positions, they typically don't leave. Transport Drivers and Warehouse Operations Workers will turn over at a rate of approximately 1 -2 per year but do not present a significant retention issue.

List the issues you have identified that contribute to the turnover in these classes:

None.

Check the methods you use to identify turnover factors (check all that apply):

☐ Exit interviews

Describe how these are conducted:

Text Box

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Text Box

☐ Management team meetings/exercises

Describe how these are conducted:

Text Box

☐ Other methods (please describe):

Text Box

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

As a regulatory agency, a vital skill in an employee workforce with an average tenure of about 20 years, is technical knowledge. The current workforce is primarily within the same age cohort and will likely retire at about the same time. The challenge presented to the Division in terms of workforce planning is how to train replacements within the existing budgetary constraints.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

The positions in question are typically entry-level in nature.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

The organization is small with at three-fourths of the positions being entry-level in nature. As a result, competition is fierce for promotional opportunities. Due to the stratified nature of the workforce, entry-level workers typically lack the necessary education and experience to be promoted into senior managerial positions.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

None.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Text Box

Identify what topics you address:

- ☐ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☒ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Support, programs and promotional opportunities are typically e-mailed to staff with e-mail access and posted in common work areas for employees lacking access to a work e-mail account. Other resources are introduced to employees on a more targeted, as needed, basis.

Describe any changes you plan to make around employee engagement in FY 2009:

The Division recently increased the number of staff meetings to facilitate communication between labor and management. In FY 2009, the Division will continue the effort via a routine training/meeting schedule.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

Text Box

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Text Box

☐ *Workplace accessibility (visual, physical):*

Text Box

☐ *Mentoring:*

Text Box

☐ *Awards and Recognition:*

Text Box

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

The Division Administrator attended Diversity Training offered to department directors.

Provide information about diversity-related training planned for FY 2009 in the text box.

All supervisory employees attended the diversity training for managers offered by DAS-HRE.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

Success of diversity efforts will advance the Division's long-term strategic objectives and business goals by expanding the pool of talented, qualified candidates managers can select from to fill a vacancy.

Describe how your managers and supervisors will be involved in diversity.

On-going DAS-HRE provided training.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.